

DEPARTMENT OF HEALTH AND SOCIAL SECURITY

**RECRUITMENT  
TRAINING &  
DEVELOPMENT of  
ADMINISTRATIVE &  
CLERICAL STAFF  
IN THE HOSPITAL  
SERVICE**

A progress report by the  
National Staff Committee  
for the period 1964 to 1968

D.H.S.S.

(File with AR)





22502702288

# **RECRUITMENT TRAINING & DEVELOPMENT of ADMINISTRATIVE & CLERICAL STAFF IN THE HOSPITAL SERVICE**

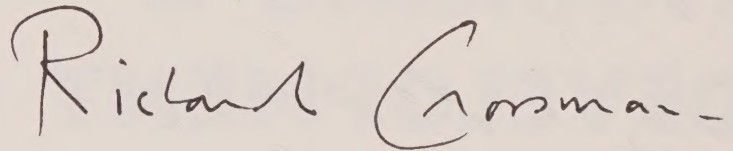
A progress report by the  
National Staff Committee  
for the period 1964 to 1968

<b>WELLCOME LIBRARY</b>
<b>General Collections</b>
<b>P</b>
2331

## Foreword

Since coming into being some five years ago, the National Staff Committee have made a most important contribution to the training and career development of administrative and clerical staff in the hospital service, and I am glad to commend to the Service this report on their work up to the end of 1968. I hope it will be read by all concerned, both members and staff.

The Report illustrates what can be achieved within the complex framework of the hospital service, given the will and the co-operation, and I am confident that this will continue during the next phase of the Committee's work—to the benefit not merely of administrative and clerical staff but the Service as a whole.

A handwritten signature in dark ink, reading "Richard Corman". The signature is written in a cursive style with a large initial 'R' and a long horizontal stroke at the end.

*Secretary of State for Social Services*



# **Chairman's Introduction to the Report of the National Staff Committee 1964 to 31st December 1968**

In presenting this first report of the National Staff Committee which covers a period of nearly four and a half years, I would like to pay the warmest possible tribute to the energy and drive of the late Sir Albert Martin, the Committee's first Chairman, under whose leadership so much work was accomplished.

The report is a factual account of the Committee's work and it should be read in association with the various reports which have been accepted and commended to the Service by Ministers.

The Committee believe that much progress has been made. Their task was no easy one, for they were asked to devise means of securing, so far as Administrative and Clerical staff were concerned, "the advantages of a national service for the multi-unit service which makes up the hospital world".

The problems of recruitment, training and promotion of Administrative and Clerical staff had to be approached within the context of the statutory employing authorities, separately constituted as Regional Hospital Boards, Boards of Governors and Hospital Management Committees. What has emerged at national and regional levels to help solve these problems is a series of committees consisting of senior officers and members of the authorities, the latter in the minority. Their task was to exert, without direct authority, an effective influence upon the statutory employers. To the management expert, the circumstances could hardly have appeared more unfavourable, with problems interlocked, lines of responsibility vague, and directive powers absent.

Readers of the report will be able to judge best for themselves the degree of success which has been achieved. An effective measure of this success should be progressively discernible to those who are now and who will in the future be responsible for the management of the nation's hospitals. This should be observable in the quality of new recruits to the Service and the contribution they are making and will make to the complex problems of management. It will also be observable in the development of the service's hidden asset, the potential ability of all administrative staff. There is no doubt that staff looked forward to the advent of the Committees with interest and curiosity. There is evidence to show that experience has demonstrated that the Committees, both National and Regional,

have a real service to perform and staff already appreciate the help and guidance which has been forthcoming. It is not extravagant to say that the Committees have provided a new dimension in the area of staff development generally.

The task is by no means completed—as the report states, what has been accomplished so far must be tested and reviewed, and review must certainly indicate areas of growth and development. If prospects are now more encouraging, a great deal of the credit is due to the many senior officers throughout the country who have had the vision, the sympathetic understanding and the determination to create conditions in which the influence of the National Staff Committee and Regional Staff Committees has flourished.

Isabel Graham Bryce



# Contents

## *Paragraphs*

### **The Lycett Green Committee**

Establishment and terms of reference	1
The Committee's Report and Recommendations	2
Acceptance by the Minister of the Committee's Report	3

### **The National Staff Committee**

Establishment and terms of reference	4
Chairman and Members	5—6
Principal Officer and Staff	7
Accommodation and Services	8
Meetings and Committee procedure	9—13
Communications	14
Department of Health and Social Security	15
Regional Staff Committees	16
Staff	17
Staff Side of the Administrative and Clerical Staffs	
Whitley Council	18
Training Institutions	19
Scottish Hospital Administrative Staffs Committee	20
Other organisations and persons	21

### **Regional Staff Committees**

Establishments and terms of reference	22—23
Chairmen and Members	24
Regional Staff Officers and Staff	25
Accommodation and services	26
Meetings and Committee procedure	27
Communications	28
Employing authorities and staff	29
Staff Side	30
Training Institutions	31

### **Role of the National and Regional Staff Committees** 32

### **Reports of the National Staff Committee**

Recruitment to the Clerical Grades	33—34
Staff Reports for Administrative and Clerical Staff	35—37
Planned Movement for Administrative Staff	38—40
Appointment Procedures for Administrative Staff	41—47
Recruitment and Management Development of Administrative Staff	48—52

Recruitment and Management Development of Administrative Staff with particular reference to Financial Administration	53
<b>Other Matters</b>	
Secondments and Exchanges	54
Supplies Administration	55
National Nursing Staff Committee	56
Green Paper on the Administrative Structure of the Health Services	57
<b>Review of Progress</b>	
Progress made	58
Review stage	59
 <b>Appendices</b>	
I Summary of the main recommendations of the Lycett Green Committee	
II Membership of the National Staff Committee	
III Working Parties	
IV Recruitment to the Clerical Grades	
V Staff Reports	
VI Planned Movement	
VII Appointments	
VIII Recruitment through the Junior Administrative Grade	
IX Management Courses	
X Comments on the Green Paper	



# **The Lycett Green Committee**

## **Establishment and terms of reference**

1. In his Report for the year ended 31st December 1961 the Minister of Health stated that various measures had been taken in recent years to improve the administrative and clerical staffing of the hospital service; that nevertheless there was evidence of a widespread feeling in the hospital service that the time had come to consider once more whether the broad objectives of staffing policy could be and were being achieved under the existing arrangements or what more needed to be done, and by what stages, to ensure that these objectives were achieved; and that he had therefore decided, in December 1961, to set up a Committee of Inquiry under the chairmanship of Sir Stephen Lycett Green, with the following terms of reference:

“Having regard to the need for maintaining a high standard of efficiency in the administration of National Health Service hospitals, to enquire into the present arrangements for recruitment, training and promotion of administrative and clerical staffs in the hospital service, and to make recommendations”.

The Committee of Inquiry was constituted early in 1962.

## **The Committee's Report and Recommendations**

2. The Lycett Green Committee reported to the Minister in 1963. The first of their main recommendations was that new staff committees, at regional and national level, should be created to ensure more effective co-ordination of appointments, training and promotion which was essential for the efficiency of the Service. A summary of their main recommendations is given in Appendix I.

## **Acceptance by the Minister of the Committee's Report**

3. On 1st July 1964, the Minister stated in Parliament that he accepted generally the main recommendations of the Lycett Green Committee which were designed to ensure more effective co-ordination of the making of appointments and of staff training and movement; that he proposed to consider the detailed recommendations and their implications in consultation with the National Staff Committee when it was set up; that Mr. A. V. Martin, C.B.E., Chairman

of the Sheffield Regional Hospital Board, had accepted his invitation to become Chairman of the National Staff Committee; and that he hoped to appoint the other members shortly.



# **The National Staff Committee**

## **Establishment and terms of reference**

4. The National Staff Committee were formally constituted by the Minister on 20th July 1964, under the following minute of appointment:

“Having considered the report of the Committee of Inquiry into the Recruitment, Training and Promotion of Administrative and Clerical Staffs in the hospital service, I hereby appoint the persons listed in the Schedule hereto to be a National Staff Committee, to ensure more effective co-ordination of appointments, training and movement of administrative and clerical staff in the hospital service: to advise me on the ways to achieve this objective: to keep under review the arrangements for the recruitment, training and promotion of administrative and clerical staff: and to discharge such further functions as I may assign to them. Subject to the provisions of the Schedule hereto the terms of office of the Chairman and other members of the Committee shall be three years”.

## **Chairman and Members**

5. The names of the persons appointed to the Committee in July 1964, and of those serving at the end of 1968, are given in Appendix II.

6. The Committee wish to pay a very warm tribute to the leadership of their late Chairman, Sir Albert Martin, C.B.E., and for his enthusiasm and support until his tragic death in a road accident on 25th November 1968.

## **Principal Officer and Staff**

7. For a short initial period pending the appointment of a Principal Officer, Mrs. V. J. M. Poole of the Ministry of Health acted as Secretary to the Committee and the Committee are indebted to her for her assistance in those early days. The Committee appointed Mr. A. J. Bennett, Secretary of the North West Metropolitan Regional Hospital Board (and a member of the Lycett Green Committee and an original member of the National Staff Committee), as their Principal Officer. He took up his duties on 19th January

1965. The Committee also have a small staff of Civil Servants on secondment from the Ministry of Health (now the Department of Health and Social Security).

### **Accommodation and Services**

8. The Committee were originally accommodated at the headquarters of the Ministry of Health at Alexander Fleming House. Suitable accommodation separate both from the Ministry and the hospital service was eventually found on the Third Floor of 16-19 Gresse Street, London, W.1. The accommodation, which has been occupied since December 1965, enables the full Committee to meet there and provides limited but sufficient facilities for interview panels for applicants for training posts in hospital administration. The services such as typing and duplicating are mostly on the premises but are supplemented when necessary by the Department's services. All services—salaries, accommodation, Committee expenses, etc.—are financed by the Department and charged to the N.H.S. Vote.

### **Meetings and Committee procedure**

9. The Committee held their first meeting on 22nd July 1964 (at Alexander Fleming House). The Permanent Secretary to the Ministry of Health, Sir Bruce Fraser, who was present told the Committee that although they would be dependent on the Ministry for staff, accommodation and services, they would have independent status though they would not have statutory powers. The Committee would be dependent on the Minister for the issue to the hospital service of firm advice on the action that the Committee recommended should be taken by employing authorities. Up to December 1968, the Committee met on 24 occasions.

10. From the first, the Committee proceeded mainly by means of Working Parties which were set up to deal with particular subjects and report to the Committee. Working Parties were constituted in the first instance to consider recruitment to the clerical grades, planned movement and staff reporting. Later, Working Parties were set up to consider appointment procedures for administrative staff, recruitment and management development of administrative staff, and recruitment and management development of administrative staff with particular reference to financial administration. All these Working Parties have now completed their tasks and reported to the Committee, and their Reports have been issued by the Minister as Reports of the National Staff Committee; these Reports are referred to in more detail elsewhere in this Report. A further Working Party has been set up to consider recruitment and management develop-



ment of administrative staff with particular reference to supplies administration but has met on only one occasion pending progress with the reorganisation of the supplies structure in the hospital service.

11. The Staff Side of the Administrative and Clerical Staffs Whitley Council is not represented on the National Staff Committee. The Ministry assured the Staff Side, when the Committee were being set up, that it was the Ministry's intention to have such arrangements as would ensure that the staff interests were consulted in the formulation of policy particularly in regard to such matters as placing of redundant officers, training arrangements, career prospects and the matching of recruitment to need. The Ministry also said that the fact that the Staff Side were not members of the National Staff Committee did not necessarily extend to Subcommittees. In pursuance of this, the Committee invited the Staff Side to join in the Working Parties referred to above and wish to record their thanks for the invaluable help they received firstly from Mr. R. Morgan, who relinquished his duties in this connection on being appointed one of the first Regional Staff Officers, and subsequently from Mr. G. A. Drain. In addition to this help in the formation of policy, it has been the practice of the Department to consult the Staff Side formally on receipt of a Report from the National Staff Committee.

12. The Committee have also benefited from the help of the training institutions and of Professor T. E. Chester of the University of Manchester; Dr. D. Macmillan of the Nuffield Centre for Health Services Studies at the University of Leeds; and Mr. F. Reeves, the Director of Education of the King Edward's Hospital Fund and Principal of the College of Hospital Management, who is a member of the Committee.

13. The membership of the various Working Parties and the number of occasions on which they have met are given in Appendix III.

### **Communications**

14. The lines of communication which have been established by the National Staff Committee reflect their reliance on other authorities and organisations to accept and to implement the policies they recommend. The Committee depend on the Department's acceptance of their recommendations and the backing which the Department's authority gives to them. The Committee rely on Regional Staff Committees to provide the advice and service to employing authorities and staff which is the substance of their recommenda-

tions. The Committee need also to know that their recommendations are likely to gain acceptance from employing authorities and staff interests alike.

15. *The Department of Health and Social Security:* A senior officer from the Department is a member of the Committee and has usually been a member of Working Parties. This has been proved helpful; it has enabled the Department to appreciate the latest trend of thought in the Committee and has often been the means of assisting the Committee to reach their conclusions in fuller knowledge of any difficulties there might be in particular subjects, recommendations or courses of action. Other Departmental officers sometimes attend, and there is regular communication between the Department and the Committee's staff which has been of considerable benefit to the Committee and, it is hoped, to the Department. The Department's communications with the hospital service form the authority on which the Committee rely for the implementation of their advice; such communications usually take the form of Hospital Memoranda enclosing and commending to the hospital service the Committee's Reports; more recently, Staff Training Memoranda addressed to all employing authorities have also been used to convey the Committee's advice.

16. *Regional Staff Committees:* The establishment and functions of these Committees are described later in this Report. Communication with these Committees provides the major link with the hospital service and permits the dissemination of guiding principles, and also enables the Committee to give general help and advice within the framework of the policy as endorsed by the Department. In addition to regular written communication with Regional Staff Committees, meetings are held every two months between the Principal Officer and Regional Staff Officers, and conferences have taken place with Chairmen of Regional Staff Committees. A number of special meetings have also been held on which particular subjects have been discussed in depth, e.g. staff reporting, appointment procedures.

17. *Staff:* The National Staff Committee must rely mainly on Regional Staff Committees and particularly Regional Staff Officers for day to day contacts with the staff with whom they are concerned. However, the Principal Officer and members of the Committee take advantage of the opportunities presented by conferences, management courses and training courses to talk about matters of general interest with the staff they meet on these occasions. Also, in launching Staff Reporting and Planned Movement in the early days (1965) leaflets were produced for issue to each officer in post explaining



the objects of the arrangements, and some Reports (e.g. on Management Development) have been similarly issued to all individual officers.

18. *Staff Side of the Administrative and Clerical Staffs Whitley Council*: Apart from the formal relations with the Staff Side mentioned in paragraph 11 above, Staff Side Liaison Officers have been nominated by the Staff Side to be associated with each Regional Staff Committee; the functions of these officers are described in greater detail later in this Report. These Liaison Officers are consulted by the Staff Side at national level and have joined in some of the conferences referred to in paragraph 16 above. Such occasions provide the National Staff Committee with valuable information about the feelings and attitudes in the Service.

19. *Training Institutions*: The Committee have close and cordial relations with the King Edward's Hospital Fund College of Hospital Management, the Nuffield Centre for Health Services Studies at Leeds University and the Department of Social Administration at Manchester University. These Institutions provide theoretical training in management for new entrants in the Junior Administrative Grade and for officers at various stages of their administrative careers (and for other hospital service staff, increasingly on an inter- or multi-disciplinary basis) and their services provide an essential part of the management development programme for hospital administration. In addition to normal working contacts, the Principal Officer and members frequently attend these Institutions to talk to those attending courses and for a number of social occasions.

20. *Scottish Hospital Administrative Staffs Committee*: This Committee have functions similar to those of the National Staff Committee. Papers are exchanged and the Principal Officer of the Scottish Committee regularly attends meetings of the National Staff Committee and their Working Parties: his support and advice have always been extremely helpful and welcome. Mr. R. Dobbin, Secretary of Newcastle Regional Hospital Board and the member of the National Staff Committee closest to Scotland, has played a useful part in establishing good relations with the Scottish Committee.

21. *Other organisations and persons*: The Committee deal with a good many enquiries from persons outside the Service who are interested in a career in the Service and from organisations both home and overseas, e.g. Commonwealth and other Governments and educational establishments, whose interest has been aroused by the work of the Committee or whose attention has been drawn to it.

## **Regional Staff Committees**

### **Establishment and terms of reference**

22. At an early meeting, the National Staff Committee discussed the Lycett Green Committee's recommendation that new Regional Staff Committees should be created. It was clear that it would take some time for the Committee to advise the Minister on the implementation of the Lycett Green Committee's other recommendations and on the precise functions of new Regional Staff Committees. Nevertheless the Committee felt that Regional Staff Committees should be set up as soon as possible to take over the functions of the Regional Staff Advisory Committees which had been established under HM(59)59 and be ready to assume wider responsibilities, and so advised the Minister. The Minister accepted this advice and asked Regional Hospital Boards, in HM(65)6, to co-operate with Hospital Management Committees and Boards of Governors in setting up Regional Staff Committees representative of all types of hospital authority in accordance with a constitution prescribed in the Memorandum.

23. The terms of reference of Regional Staff Committees have not been specifically defined but they are generally answerable to the National Staff Committee. In general, Regional Staff Committees are concerned with a similar field of activity to that of the National Staff Committee, though their functions are clearly more of an executive than of an advisory nature. The work they have done is referred to in more detail in the later passages of this document which are concerned with the various Reports produced by the National Staff Committee and the action which has flowed from them. Some Regional Staff Committees are concerned only with administrative and clerical staff though others are concerned with training for other categories of staff. The activities of some Regional Staff Committees therefore conform with the original conception of their roles while other Committees have developed varying patterns of integration with certain functions, particularly the training functions, of their associated Regional Hospital Boards at the Boards' request.

### **Chairmen and Members**

24. The constitution of Regional Staff Committees was laid down in HM(65)6. This provides for about 12 members, some of whom would be permanent members by virtue of their office while others would be on a rotational basis. The general effect is to represent as



far as possible all types of hospital authority in the region. Regional Staff Committees select their own Chairmen.

### **Regional Staff Officers and Staff**

25. Regional Staff Officers are the principal officers of Regional Staff Committees. Legally they are employees of Regional Hospital Boards seconded to Regional Staff Committees. They are in the Principal Assistant Secretary grade and had all been appointed by the beginning of 1966. About one quarter of the officers originally appointed have since moved on to other fields of administration in the hospital service. In support of the Regional Staff Officer Regional Staff Committees carry a number of staff who are, like him, legally employees of Regional Hospital Boards. In some instances, particularly where the Regional Staff Committee have accepted responsibilities for a wider range of staff than administrative and clerical, the size of the supporting staff is larger than where Committees are responsible only for administrative and clerical staff; in some of the former instances, the Regional Training Officer is part of the Regional Staff Officer's team.

### **Accommodation and services**

26. These are in premises provided by the Regional Hospital Board, which, in some cases, also house the headquarters of the Regional Hospital Board's training services. The staff and administrative expenses of Regional Staff Committees are financed by Regional Hospital Boards while the cost of training of administrative and clerical staff is found from hospital authorities' normal allocations; detailed arrangements to this end vary to some extent between Committees.

### **Meetings and Committee procedure**

27. Regional Staff Committees determine for themselves the frequency with which they meet—it is usually at least quarterly—and how they conduct their business.

### **Communications**

28. Whilst the National Staff Committee's primary role is one of advising the Department on matters within their terms of reference, that of Regional Staff Committees is one of providing a service to hospital authorities and staff generally, along the lines commended by the Department of Health and Social Security to hospital authorities and based on National Staff Committee recommendations. The

relationships between Regional Staff Committees and the National Staff Committee are described in paragraph 16. Regional Staff Officers are in touch with the National Staff Committee on the multiplicity of matters which arise during the normal course of business.

29. *Employing authorities and staff:* As mentioned in paragraph 28, the main function of Regional Staff Committees is the provision of a service to hospital authorities and to administrative and clerical staff by assisting in management development generally. This service requires that Regional Staff Committees and Regional Staff Officers are in regular and close contact with employing authorities and staff in their employ. Particularly in the early days of 1965 and 1966, Regional Staff Officers spent a great deal of time in visiting employing authorities and arranging meetings with staff to explain the new arrangements which were being made arising out of National Staff Committee policies. The existence of Regional Staff Committees and Regional Staff Officers is now a well known feature of the Service.

30. *Staff Side:* As mentioned in paragraph 18, Staff Side Liaison Officers have been nominated by the Staff Side of the Administrative and Clerical Staffs Whitley Council to be associated with each Regional Staff Committee. These officers are, of course, officers in the administrative grades in the hospital service, they are in touch with staff thinking through staff associations and with the Secretary of the Staff Side, and they are brought in to the deliberations of Regional Staff Committees as well as being consulted on individual matters as they arise. They have made an important contribution to the progress made by Regional Staff Committees.

31. *Training Institutions:* Training courses for hospital staff are provided in a number of ways by a variety of authorities. These include institutions under the control of the education authorities, universities, the College of Hospital Management and other similar establishments, and training centres provided by Regional Hospital Boards. Regional Staff Committees have close links with some or all of these, either directly or through the Regional Training Officer, in regard to the provision of professional and management education of administrative and clerical staff. The Committees are also closely involved with the various training establishments in the selection or nomination of officers for management courses.



## **Role of the National and Regional Staff Committees**

32. The origins, establishment, terms of reference, working methods and communications of the National and Regional Staff Committees have been described in some detail in this Report because of their historical importance. The establishment of these Staff Committees has marked a significant stage in the development of the processes necessary to achieve the broad objective of staffing policy, a management development programme for administrative and clerical staff conceived on a national basis. It is also important for the practical roles of these Committees to be understood. The main role of the National Staff Committee has been to consider the Report of the Lycett Green Committee in detail and to advise the Minister (now the Secretary of State) on the implementation of that Report. Although the Lycett Green Committee's main recommendations covered a wide variety of matters, the task of the National Staff Committee has been, in essence, to quote from paragraph 21 of the Lycett Green Report, that "of devising the means of securing the advantages of a national service for the existing multi-unit hospital service". The Working Parties set up by the Committee to consider various aspects of the Lycett Green Report have been very conscious of this task in considering what they were to recommend for submission by the main Committee to the Minister. Following the issue by the Minister of the National Staff Committee's Reports based on these considerations, the main role of Regional Staff Committees has been to assist in the implementation of the advice in these Reports throughout the Service. These Reports and the progress made in implementing the advice contained in them are described in the following paragraphs.

## **Reports of the National Staff Committee**

### **Recruitment to the Clerical Grades**

33. This Report was issued to the hospital service in August 1965 under HM(65)62. The Report reviewed the two main sources of recruits to the clerical grades: school-leavers and others not at school, e.g. those in other occupations desiring a change of work and those who could only give part-time service. With regard to school-leavers, the Report recommended that it would be more efficient for recruitment to be undertaken by Area Recruitment Committees to act jointly on behalf of contiguous authorities, particularly where adjacent and overlapping authorities existed in well established areas; and that the number of school-leavers recruited with expectations of making a career in the Service should be realistically related to the prospects and, in particular, that these prospects should be clearly presented. Educational qualifications and training arrangements (induction, job-rotation and further training) were also dealt with in this Report.

34. Progress with recruitment and training in this field is mainly dependent on the degree of co-operation which has developed between Regional Staff Committees and employing authorities. Several Regional Staff (Advisory) Committees had already operated, prior to August 1965, regional trainee or regional apprenticeship schemes on behalf of employing authorities and these often needed little adjustment to be aligned more closely with the recommendations in the Report. Statistics of progress in the formation of Area Recruitment Committees and with clerical recruitment are given in Appendix IV.

### **Staff Reports for Administrative and Clerical Staff**

35. This Report was also issued in August 1965 under HM(65)62. The Report recommended the institution of a system of staff reporting which would apply to all ex-members of the Junior Administrative Grade and optionally to all other administrative staff below chief officer level. It also suggested that advantages would accrue from applying the system to clerical staff but that it would not be introduced immediately for those staff in view of the numbers. To ensure that the system of staff reporting, which was new to the



hospital service, was widely known, a leaflet was drawn up by the Committee and issued to all administrative and clerical staff. The leaflet emphasised that the purpose of staff reporting was to assess an officer's present performance in his grade, to assess training needs both in terms of wider experience and further education and to plan career development generally. The leaflet also referred in some detail to the procedure to be followed in the completion of the reports. This covered consultation between the reporting officer and the officer reported on, on the description of the latter's basic duties; the role of the countersigning officer and the particular importance of a formal or informal discussion between him and the officer reported on; and the confidential nature of staff reports. The leaflet also stressed the positive role of staff reporting on staff development and the particular part which should be played by those responsible for the work of others; for example, the need for reporting officers and countersigning officers never to allow the situation to arise where an officer had no forewarning, between annual reports, of any adverse features of his work.

36. To assist the launching of staff reporting, an exercise in staff reporting used in Government training establishments based on an imaginary officer was held with Regional Staff Officers at the College of Hospital Management. This was followed up by an exercise of a similar nature but based on an imaginary hospital service officer. The exercise has been conducted on many occasions in the regions.

37. The response to staff reporting has been very encouraging and amounts to well over 50 per cent of administrative grade staff who would be subject to it. Staff reports have been in regular use at the short-listing and final selection of applicants for posts under the appointments system. Some statistics are given in Appendix V.

### **Planned Movement for Administrative Staff**

38. This Report, which was issued in August 1965 under HM(65)62, dealt with the need to secure that existing officers in the Service and those recruited in the future should have had a broadly based experience of the hospital service when they were ready to apply for more senior posts; and set out various practical steps to this end such as the earmarking of suitable posts to be used for planned movement and the identification of officers who would benefit from planned movement. A leaflet was prepared by the Committee and issued to all staff in the administrative grades.

39. Action on this Report entailed, of course, a very considerable amount of work for Regional Staff Committees both in the initial

stages of identifying posts and interviewing officers and in effecting the actual movement of officers who were recommended. An early point of difficulty was the fear by some officers occupying posts which were earmarked for planned movement purposes that they would in some way be moved or persuaded to move away from their posts in order to free their posts for some other officer recommended for planned movement. There was also a feeling of insecurity among some officers contemplating being moved into a post under planned movement in that at the end of the understood duration of tenure there might not be another post immediately available to them. Assurances were given to the Staff Side on both these points, in particular that there was no intention of using a post earmarked for planned movement purposes until it became vacant in the ordinary way, and that an officer moved into a planned movement post would have full rights of tenure to it under a normal contract of service.

40. The Committee consider that progress has been made and some figures showing the position up to 1st January 1968 are given in Appendix VI. These show, broadly, that about one quarter of General and Senior Administrative Grade posts were earmarked for planned movement purposes and that a slightly smaller proportion of officers in those grades applied to be considered for planned movement; about half of these officers were accepted for planned movement, and about one quarter of the latter had been moved by 1st January 1968. Inevitably the concept of planned movement requires time, patience and experience to become effective, dependent as it is on the availability of the right posts, at the right time and in the right place, and on other factors such as the staffing and age structure in the various regions, and the domestic circumstances of individuals.

#### **Appointment Procedures for Administrative Staff**

41. This Report was issued in January 1967 under HM(67)2. The Report recommended a new system for making appointments the chief feature of which was that the short-listing of applicants for all posts above Senior Administrative Grade level would be done under arrangements made by the National or Regional Staff Committees instead of, as in the past, entirely by employing authorities. Employing authorities, representatives of the National or Regional Staff Committees and assessors would participate in the short-listing stage so as to secure that local interests and the interests of the Service as a whole were brought to bear at this stage. Final



selection of the short-listed applicants would be entirely for the employing authority with the help of the same assessors who participated at the short-listing stage. Posts at General or Senior Administrative Grade level would be handled entirely by employing authorities, assisted by an assessor (in the case of General Administrative Grade appointments, the use of an assessor was at the discretion of the employing authority).

42. The Report also made recommendations with regard to the absorption into other posts of officers affected by reorganisation or a review of points. The principle was that such officers would be given prior consideration for commensurate posts before any steps were taken to advertise for applicants for these latter posts.

43. A good deal of preparatory work was needed before the new system for making appointments could begin to operate, for example, the production of forms for notifying vacancies, for applications and for references, and the compilation of a List of Assessors. The List of Assessors replaced the central list of assessors selected by the Minister from nominations submitted in accordance with H.M.(59)59 and maintained by the Department. The preparatory work was completed during 1967 and the new system was brought into operation on 1st November 1967 by HM(67)71. An exercise in short-listing and final selection, illustrating both good and bad techniques, was held at this time at the Hospital Centre and was attended by Regional Staff Officers and a number of assessors.

44. HM(67)71 also clarified some points which had been raised in the meantime on the application of the Committee's recommendations with regard to reorganisation. The HM made it clear that posts created by a reorganisation should themselves be regarded as vacancies for which officers already affected by reorganisation or review of points should be given prior consideration; and that to ensure the application of the recommendations the Committee would need to compile a register of all officers who had been affected by reorganisation or a review of points so that suitable vacancies arising normally or from future reorganisations could be offered to these officers.

45. Apart from some misgivings which some employing authorities had in the early days, particularly with regard to the amount of work which might be entailed in following the procedures, the new system has worked very well and there has been little adverse criticism of it. One point did give rise to much criticism—the practice originally recommended by the Committee that a reference

on an individual applicant from his employing authority should be used at the short-listing stage notwithstanding that he might also be subject to staff reporting. The reason for the Committee's recommendation was that as staff reports would be more satisfactory after a few years when a succession of annual staff reports was available on an individual, a reference from the employing authority on the occasion when he applied for a post, in addition to the staff report, would be useful. However, in view of criticisms from employing authorities, the practice was amended so as to provide that a staff report, or a reference from the employing authority if no staff report was available, should be used at the short-listing stage.

46. The incidence of appointments, and hence the burden on employing authorities, Staff Committees and assessors, was difficult to predict. Statistics showing the number of appointments dealt with during the first whole year from 1st November 1967 to 31st October 1968 are given in Appendix VII. The Committee wish to express their gratitude to all who have contributed to the effectiveness of the operation of the new system.

47. Experience of the application of the recommendations for absorbing officers affected by reorganisation or review of points has been limited but difficulties of various kinds have been examined. Some success has been achieved and the Committee are grateful to Regional Staff Committees for their persistence in helping to reach solutions to some difficult problems. The Committee continue to keep the subject under review.

### **Recruitment and Management Development of Administrative Staff**

48. This Report was issued in May 1967 under HM(67)24. This was a comprehensive Report which set out recommendations on the various sources of recruitment to the administrative grades (i.e. from the Clerical Grades, from the Junior Administrative Grade and from other sources outside the Service) and their subsequent development by means of planned movement, acquisition of professional qualifications and management courses, coupled with an orderly system of assessment (i.e. staff reporting) and advancement (i.e. appointment procedures).

49. As for recruitment, it was emphasised that recruitment of clerical staff with career prospects was a key factor and that for such officers there were two alternative routes of advancement—promotion to the administrative grades by response to advertisement of advertised posts or by competition for a training post in the Junior



Administrative Grade. The training period for the Junior Administrative Grade was reduced to 2 years and the contents of the various training programmes unified. It was recognised that recruitment from outside the Service might have to be used on occasions particularly in respect of persons with special skills which the Service might need. Statistics of recruitment through the Junior Administrative Grade are given in Appendix VIII; it will be apparent from these statistics that a great deal of work falls on Regional Staff Committees and on the National Staff Committee in conducting the preliminary and final interviews of candidates and in allocating them to regions and finally steering them into planned movement posts.

50. A series of courses was also recommended—a First Management Course of 4 weeks duration early in the planned movement stage of an officer's career (other than for ex-members of the Junior Administrative Grade), and a Second Management Course of 8 weeks duration for officers around the age of 30 to prepare them more fully for higher responsibilities. A more academic course for a few officers was also proposed, though arrangements for this fell through because of difficulties with regard to the recognition by the University authorities of professional qualifications and the consequent doubt as to the eligibility of officers having such qualifications. It was also suggested that a Henley-type course might be appropriate for a few selected officers, and this possibility remains to be explored. Statistics of the provision for First and Second Management Courses (later referred to as Middle and Senior Management Courses—see paragraph 56) are given in Appendix IX; candidates for the latter Courses are nominated by Regional Staff Committees and selected by the National Staff Committee in association with the training institutions and recently the Committee have endeavoured to streamline this process by operating it on the basis of a complete academic year instead of one course at a time.

51. The need was also emphasised in this Report for the proper co-ordination of acquired experience, professional qualifications and management courses. A Liaison Committee with the Institute of Hospital Administrators was established, one tangible result of which was that the Institute now accept the Ordinary or Higher National Certificate or Diploma in Business Studies as an exemption from their Intermediate examination.

52. The need for Staff Records and statistics was also mentioned and the design of such Records was completed by the end of the

period covered by this Report. By 1st January 1969 Staff Records will have been instituted for the administrative grades which will provide Regional Staff Officers with a record of each officer in his region for day to day purposes in relation to the personnel function and which will also enable impersonal statistics to be produced of the size and age structure, wastage rates etc.; the latter will provide essential information with regard to recruitment, training and promotion policy.

**Recruitment and Management Development of Administrative Staff with particular reference to Financial Administration**

53. This Report was issued in July 1968 under HM(68)48. It followed the pattern of the Report on Recruitment and Management Development of Administrative Staff but emphasised the special features and needs of financial administration. The difficulties in estimating the future requirements of financial administration were referred to in view of several uncertainties such as a precise specification as to which posts needed to be filled by professionally qualified accountants, the future structure of financial administration, the extent of future mechanisation and changes in the accountancy profession itself. A target recruitment index for the production of qualified accountants was however recommended (25 per annum for the Service as a whole) and means of achieving this by recruitment and training were set out. The Committee noted the recommendation in the Lycett Green Report regarding the provision of a one-year induction course for qualified accountants but considered that the interests of such officers, and of the Service, would best be served if the officers were directly assimilated into substantive and responsible posts.



## **Other Matters**

### **Secondments and Exchanges**

54. The Committee have helped on a number of occasions to arrange for the secondment of officers from the hospital service to the Department of Health and Social Security, and vice versa. They have also been closely concerned with similar arrangements with regard to the appointment of hospital service officers as tutors at the training establishments.

### **Supplies Administration**

55. The provisions of HM(66)9 and HM(67)95 on the reorganisation of the Supplies function have involved, and will continue to involve, the National Staff Committee and Regional Staff Committees in policies necessary to deal effectively with the problems of redeployment of the staff involved. As already mentioned, a Working Party has been formed to consider the recruitment and management development of administrative staff with particular reference to supplies administration and has met on one occasion pending the emergence of the new supplies organisation.

### **National Nursing Staff Committee**

56. The National Nursing Staff Committee was established by the Minister of Health on 1st September 1967 with premises on the 2nd Floor of 16-19 Gresse Street. Dual membership of the Chairman and some members of the National Nursing Staff Committee and the National Staff Committee, together with the proximity of the premises of the two Committees, has enabled a close working relationship to develop especially in the field of management training, for example, management courses at middle and senior level are provided on an inter-disciplinary basis and are referred to by both Committees as Middle and Senior Management Courses instead of First and Second as originally proposed by the National Staff Committee.

### **Green Paper on the Administrative Structure of the Health Services**

57. In common with many other organisations, the National Staff Committee submitted their comments to the Secretary of State on the Minister of Health's Green Paper on the Administrative Struc-

ture of the Health Services. The Committee confined their attention to their own terms of reference, i.e. recruitment, training and promotion of administrative and clerical staff. A copy of their comments, which were drawn up in association with the National Nursing Staff Committee, is given in Appendix X.



## **Review of Progress**

### **Progress Made**

58. By the end of the period covered by this Report, the Committee had largely covered or touched on all the recommendations made by the Lycett Green Committee. Organised schemes for the recruitment and training of clerical staff, and staff reporting and planned movement for administrative staff, had been instituted; a viable system of making appointments on a new basis had become a reality; management courses had been mounted in increasing quantity. All this, in the Committee's view, represents worthwhile progress and great credit must be given to Regional Staff Committees on whom the main burden of implementing the Committee's recommendations has fallen.

### **Review Stage**

59. The Committee have now entered, in many respects, a review stage. Operations such as have been described in this Report are necessarily experimental in many instances and their effectiveness has to be judged in the light of experience. Their overall effectiveness can only be judged in the long term. Already, however, the Committee are aware of the need to review some aspects of the policies they have recommended, for example, the standards of staff reporting, the concept and practice of planned movement, the arrangements for absorbing officers affected by change, and the impact of reorganisation on the deployment of personnel. They intend in the words of the Minister's remit "to keep under review the arrangements for the recruitment, training and promotion of administrative and clerical staff".

## APPENDIX I

### Summary of the main recommendations of the Lycett Green Committee

#### General

1. New staff committees, at regional and national level, should be created to ensure more effective co-ordination of appointments, training and movement, which is essential for the efficiency of the Service.
2. The regional staff committee to be set up in each region should consist of member and officer representatives of all three types of hospital authority. These committees should absorb the work of the Regional Staff Advisory Committees and have defined personnel functions for organising or co-ordinating recruitment, training and movement, for keeping or receiving staff records and reports, for providing a short-listing service for appointments at defined levels, and for supervising and placing finance trainees.
3. The national staff committee should be fully representative of the hospital service and of certain other interests. It should guide and co-ordinate the work of regional staff committees and should itself review the career structure and staffing requirements, organise junior administrative grade recruitment and training, keep records and reports for the most senior officers, organise inter-regional movement, arrange for the provision of, and select candidates for, a management course at a staff college, and provide a short-listing service for the most senior appointments.

#### Clerical Staff

##### Recruitment

4. The individual group should remain responsible for recruitment to the clerical grades but the regional staff committee should assist and should also promote co-operation between neighbouring groups.

##### Training and Supervision

5. Induction courses and refresher courses should be organised by regional staff committees.
6. The training and supervision of clerical entrants should be systematically planned.
7. Supervision of their training should be the active concern of a senior officer designated for this purpose in every hospital authority.

##### Promotion

8. No change in the existing arrangements for promotion to the higher clerical grade is recommended.
9. In filling a higher clerical vacancy, first consideration should be given to any higher clerical officer becoming available owing to re-organisation.



# **Administrative Staff**

## **Junior Administrative Grade**

10. The existing National and Regional Training Schemes should be merged into a single scheme of two years' duration.

11. Intake should be related to future vacancies in the designated grades, subject to certain reservations.

12. The general pattern of training should be prescribed by the national staff committee. Within this pattern, regional staff committees should plan the practical training and the training institutions should plan the course of theoretical studies; they should collaborate closely to ensure integration of practice and theory.

## **Staff Records and Reports**

13. In addition to factual records of all administrative staff, a system of annual reports with appropriate safeguards should be introduced, limited initially to officers in the junior administrative grade on completion of training, and for such other officers below Group Secretary, etc. as opt to accept this procedure.

14. The staff records and reports should be kept by the national staff committee for the most senior officers and by regional staff committees for other administrative officers.

## **Planned Movement**

15. Regional staff committees should organise the movement of selected officers to suitable posts to broaden experience, normally for up to six years after completion of their training.

## **Management Course**

16. A three-months' residential management course at a staff college should be organised nationally for selected officers. Candidates should be selected by the national staff committee on the recommendation of regional staff committees.

17. Refresher courses should be organised by regional staff committees for selected officers in the designated grades.

## **Interchange with Ministry Staff**

18. Renewed efforts should be made by the Ministry and the hospital service to interchange staff, despite the practical difficulties.

## **Appointments and Promotion**

19. In filling a vacancy first consideration should be given to any officer in the same or a broadly comparable grade who becomes available owing to re-organisation. For the rest, vacancies which are not filled through planned movement should be filled by employing authorities as follows:—

- (a) the existing procedures should continue in the case of vacancies in the administrative grades,

- (b) vacant posts in the designated grades should be filled by the employing authority from short-lists of suitable candidates compiled—from applicants—by the regional staff committee or, for the most senior posts, by the national staff committee. The employing authority should be associated with the short-listing. Assessors should continue to participate in the final selection by the employing authority.

### **Finance Staff**

20. A special scheme for recruiting and training finance staff should be introduced, in two complementary parts:

- (1) for school-leavers,
- (2) for qualified accountants, from within and outside the Service, who would receive one year's practical and theoretical training.

21. On satisfactory completion of this training, officers would be assigned by regional staff committees to suitable finance posts, and would subsequently undergo planned movement and be considered for the management course.

### **Women**

22. Women should be given fair opportunity of attaining high rank within the Service.



## APPENDIX II

### Membership of the National Staff Committee

#### Members appointed in July 1964

		Term of office expiring 31st March
A. V. (later Sir Albert) Martin, Esq., C.B.E. (Chairman)	Chairman, Sheffield R.H.B.	1967
A. J. Bennett, Esq., M.A., F.H.A.	Secretary, N.W. Metropolitan R.H.B.	1967
A. D. Bonham-Carter, Esq., T.D., B.A.	Chairman, University College Hospital B.G.	1966
L. Fletcher, Esq., B.A. F.H.A.	Secretary, Lincoln Nos. 2 and 3 H.M.C.	1967
Mrs. I. Graham Bryce, M.A.	Chairman, Oxford R.H.B.	1965
W. J. B. Groves, Esq., F.H.A.	Secretary, Central Wirral H.M.C.	1966
R. Marsh, Esq., F.I.M.T.A.	Chief Financial Officer, St. George's Hospital B.G.	1967
W. R. Matthews, Esq., F.C.A., F.H.A.	Finance Officer, Newport and East Monmouth H.M.C.	1965
S. C. Merivale, Esq., M.A., F.H.A.	Secretary, United Bristol Hospitals B.G.	1965
J. Glyn Picton, Esq., M.Com.	Member, United Birmingham Hos- pitals B.G., Member, Birmingham R.H.B.	1967
A. C. R. Powditch, Esq., M.C., F.H.A.	Secretary, St. Mary's Hospital B.G.	1966
F. R. Reeves, Esq., F.C.A., F.H.A.	Principal, Hospital Administrative Staff College	1966
T. Rimmer, Esq., D.F.C., F.H.A.	Secretary, Epsom Group H.M.C.	1966
D. Somerville, Esq.	Under Secretary, Ministry of Health	1967*
C. C. Stevens, Esq., LL.B.	Chairman, Macclesfield and District H.M.C., Member, Manchester R.H.B.	1965
E. D. B. Todd, Esq., F.S.A.A., F.I.M.T.A.	Treasurer, Leeds R.H.B.	1965
I. R. Tomlinson, Esq., A.H.A., M.Inst.P.S.	Supplies Officer, Nottingham No. 1 H.M.C.	1965
J. Serrell Watts, C.B.E., M.A., J.P.	Chairman, Chelmsford Group H.M.C. Member, N.E. Metropolitan R.H.B.	1967

\*Succeeded in 1966 by T. E. H. Hodgson, Esq., C.B., Under Secretary, Ministry of Health

## Membership at 31st December 1968

Term of  
office expiring  
31st March

Dame Isabel Graham Bryce, D.B.E., M.A. (Chairman)	Chairman, Oxford R.H.B.	1971
E. B. S. Alton, Esq., M.B.E., M.C.	Under Secretary, Department of Health and Social Security	1970
R. Dobbin, Esq., B.A., D.P.A., F.H.A.	Secretary, Newcastle R.H.B.	1970
W. J. B. Groves, Esq., F.H.A.	Secretary, Central Wirral H.M.C.	1969
Miss I. James, S.R.N.	Principal Officer, National Nursing Staff Committee	1971
R. Marsh, Esq., F.I.M.T.A.	Chief Financial Officer, St. George's Hospital B.G.	1970
W. R. Matthews, Esq., F.C.A., F.H.A.	Treasurer, Newport and East Mon- mouth H.M.C.	1971
S. C. Merivale, Esq., C.B.E., M.A., F.H.A.	Secretary, United Bristol Hospitals B.G.	1971
G. Monkhouse, Esq., F.C.I.S., R.B.S.A.	Member, Dudley Road H.M.C.	1970
J. Glyn Picton, Esq., M.Com.	Member, United Birmingham Hos- pitals B.G., Member, Birmingham R.H.B.	1970
A. C. R. Powditch, Esq., M.C., F.H.A.	Secretary, St. Mary's Hospital B.G.	1969
F. R. Reeves, Esq., F.C.A., F.H.A.	Director of Education, King's Fund College of Hospital Management	1969
T. Rimmer, Esq., D.F.C., F.H.A.	Secretary, Epsom Group H.M.C.	1969
F. Rushton, Esq., F.C.A. F.I.M.T.A.	Treasurer, South Western R.H.B.	1971
C. G. Simpson, Esq., O.B.E., M.A., LL.B.	Member S.W. London H.M.C. Personnel Consultant to National Coal Board	1969
C. C. Stevens, Esq., LL.B.	Chairman, Macclesfield and District H.M.C., Member, Manchester R.H.B.	1971
I. R. Tomlinson, Esq., F.H.A., F.Inst.P.S.	Regional Supplies Officer, Shef- field R.H.B.	1971

There were two vacancies on the Committee at 31st December, 1968.



## APPENDIX III

### Working Parties

The number of occasions on which the Working Party met is shown in brackets after the title of each Working Party.

#### Recruitment to the Clerical Grades (2)

Mr. W. J. B. Groves (Chairman)	Mrs. V. J. M. Poole (Ministry of Health)
Mr. A. V. Martin	Mr. T. Rimmer
Mr. W. R. Matthews	Mr. C. C. Stevens
Mr. R. Morgan (Staff Side)	Mr. I. R. Tomlinson
Mr. J. Glyn Picton	

#### Staff Reports for Administrative and Clerical Staff (1)

Mr. A. D. Bonham-Carter (Chairman)	Mr. S. C. Merivale
Mr. R. Dobbin	Mr. R. Morgan (Staff Side)
Mr. L. Fletcher	Mrs. V. J. M. Poole (Ministry of Health)
Mr. W. J. B. Groves	Mr. E. D. B. Todd
Mr. A. V. Martin	

#### Planned Movement for Administrative Staff (2)

Mrs. I. Graham Bryce (Chairman)	Mr. R. Morgan (Staff Side)
Mr. R. Dobbin	Mr. A. C. R. Powditch
Mr. L. Fletcher	Mr. F. R. Reeves
Mr. R. Marsh	Mr. J. Serrell Watts
Mr. A. V. Martin	Mr. D. Somerville (Ministry of Health)
Mr. R. Moore (Scottish Hospital Administrative Staffs Committee)	

#### Procedures for the Appointment of Administrative Staff (3)

Mr. C. C. Stevens (Chairman)	Mr. A. C. R. Powditch
Mr. A. D. Bonham-Carter	Mr. D. Somerville (Ministry of Health)
Mr. G. A. Drain (Staff Side)	Mr. E. D. B. Todd
Mrs. I. Graham Bryce	Mr. I. R. Tomlinson
Mr. W. J. B. Groves	
Sir Albert Martin	
Mr. R. Moore (Scottish Hospital Administrative Staffs Committee)	

#### Recruitment and Management Development of Administrative Staff (5)

Mr. A. D. Bonham-Carter (Chairman)	Mr. R. Moore (Scottish Hospital Administrative Staffs Committee)
Mr. R. Dobbin	Mr. F. R. Reeves
Mr. G. A. Drain (Staff Side)	Mr. T. Rimmer
Mr. W. J. B. Groves	Mr. D. Somerville (Ministry of Health)
Sir Albert Martin	Mr. E. D. B. Todd
Mr. S. C. Merivale	

**Recruitment and Management Development of Administrative Staff with particular reference to Financial Administration (5)**

Mr. W. J. B. Groves (Chairman)	Mr. W. R. Matthews
Mr. G. A. Drain (Staff Side)	Mr. J. Glyn Picton
Mr. L. Fletcher	Mr. T. Rimmer
Mr. T. E. H. Hodgson (Ministry of Health)	Mr. C. C. Stevens
Mr. R. Marsh	Mr. E. D. B. Todd
Sir Albert Martin	Mr. I. R. Tomlinson

**Recruitment and Management Development of Administrative Staff with particular reference to Supplies Administration (1)**

Sir Albert Martin (Chairman)	Mr. W. R. Matthews
Mr. R. Dobbin	Mr. T. Rimmer
Mr. G. A. Drain (Staff Side)	Mr. C. C. Stevens
Mr. T. E. H. Hodgson (Ministry of Health)	Mr. I. R. Tomlinson

(This Working Party has not yet reported).



## APPENDIX IV

### Recruitment to the Clerical Grades

Regional Staff Committee	Number of Area Recruitment Committees Established (1)	Number of officers recruited with career prospects under Regional Staff Committee and Area Recruitment Committee Schemes			Regional Staff Committees which provide courses on the recommended lines
		Recruited in 1966	Recruited in 1967	Number in Training on 31st March, 1968 (2)	
1. Newcastle	7	17	25 (1)	30	Do provide
2. Leeds	2	7 (3)	11 (3)	11	Do provide
3. Sheffield	4	21 (6)	22 (5)	34	Do provide
4. E. Anglian	4	6 (2)	6 (2)	4	Do not provide
5. N.W. Met.	—	1 (1)	4 (3)	4	Do not provide
6. N.E. Met.	—	12	12 (1)	14	Do provide
7. S.E. Met.	—	11 (3)	11 (3)	16	Do provide
8. S.W. Met.	—	20	16 (2)	28	Do provide
9. Oxford	—	—	1	1	Do not provide
10. S. Western	—	—	2 (2)	2	Do provide
11. Wales	—	11 (2)	14	10	Do provide
12. Birmingham	—	13 (1)	17 (7)	28	Do provide
13. Manchester	—	13 (4)	11 (3)	21	Do provide
14. Liverpool	4	12	21 (3)	23	Do not provide
15. Wessex	—	—	—	1	Do not provide
Totals	21	144 (22)	173 (35)	227	

- (1) The figures where shown may include instances where formal committees have not been established but recruitment is nevertheless conducted on an area basis. Where figures are not shown, there are in some regions arrangements for two adjacent groups to conduct recruitment jointly.
- (2) The figures relate to those recruited in 1966 and 1967 who were still in training on 31st March 1968 after allowing for those who completed training, were promoted or resigned.
- (3) Figures for those recruited for financial training are included in the main figures and are also shown separately in brackets.

**Staff Reports**  
**Number of Officers by grade subject to Staff Reporting (mid 1968)**

Regional Staff Committee	General Administrative or equivalent			Senior Administrative or equivalent			Designated above Senior Administrative	
	Number of staff	Number subject to reports	%	Number of staff	Number subject to reports	%	Number of staff	Number subject to reports
1. Newcastle	157	53	33.7	105	39	37.1	126	16
2. Leeds	195	79	40.5	97	36	37.1	162	47
3. Sheffield	236	132	55.9	142	92	64.8	202	76
4. E. Anglian	108	29	26.9	55	27	49.1	102	20
5. N.W. Met.	409	225	55.0	198	131	66.1	216	95
6. N.E. Met.	247	103	41.7	128	65	50.8	175	46
7. S.E. Met.	234	154	65.8	118	67	56.8	157	77
8. S.W. Met.	360	153	42.5	227	119	52.4	187	60
9. Oxford	140	95	67.9	84	62	73.8	102	41
10. S. Western	205	141	68.8	115	103	89.6	203	77
11. Wales	165	134	81.2	113	91	80.5	138	76
12. Birmingham	234	115	49.1	155	93	60.0	193	74
13. Manchester	255	153	60.0	133	114	85.7	196	88
14. Liverpool	137	94	68.6	82	55	67.1	125	63
15. Wessex	104	51	49.0	86	48	55.8	89	51
Totals	3186	1711	53.7	1838	1142	62.1	2373	907

Percentages have not been shown for the Designated Grades above Senior Administrative or equivalent because staff reporting does not apply to chief officers who are included in the figures for the number of staff.



## APPENDIX VI

### Planned Movement

#### Progress up to 1st January 1968

	Grades			
	On Salary Scale Number 1 (General Administrative or equivalent)	On Salary Scale Number 4 (Senior Administrative or equivalent)	On Salary Scale Numbers 5-8	On Salary Scale Numbers Above 8
(i) Total number of posts in all regions.	3186	1838	761	1612
(ii) Number of posts which have been formally earmarked for planned movement purposes.	914	433	132	31
(iii) Number of officers who have opted for planned movement up to 1st January, 1968.	722	435	137	106
(iv) Number of officers in (iii) above who have been accepted for planned movement or exchange (1).	358	262	67	57
(v) Number of officers in (iv) above who have moved on a planned movement basis up to 1st January 1968 (2).	97	63	5	3

- (1) Excluding a number of officers on whom decisions were deferred pending review.
- (2) Excluding a number of officers who were recommended to stay in their existing posts for a further period, and officers who secured posts by response to advertisement.

## APPENDIX VII

### Appointment Procedures

Region	Number of appointments made under the new system of appointments from November 1967 to 31st October 1968			
	On or above Salary Scale Number 32* (with which the National Staff Committee are concerned for short-listing)	On Salary Scale Numbers 20 to 31 (with which Regional Staff Committees are concerned for short-listing and for which the National Staff Committee select one assessor)	On Salary Scale Numbers 5 to 19 (with which Regional Staff Committees are concerned for short-listing and select the assessor)	On Salary Scale Numbers 1 to 4 (with which Employing Authorities are concerned for short-listing)
1. Newcastle	—	3	7	25
2. Leeds	1	2	18	51
3. Sheffield	2	2	22	60
4. E. Anglian	—	6	19	39
5. N.W. Met	1	10	48	97
6. N.E. Met	1	4	25	33
7. S.E. Met.	—	6	25	68
8. S.W. Met.	1	6	21	60
9. Oxford	—	1	14	32
10. S. Western	1	4	12	27
11. Wales	1	2	7	25
12. Birmingham	3	2	30	84
13. Manchester	—	4	16	53
14. Liverpool	—	2	12	45
15. Wessex	4	3	12	15
Totals	15	57	288	714

\*including Regional Staff Officer posts below Salary Scale Number 32.



## APPENDIX VIII

### Recruitment through the Junior Administrative Grade

The number of training posts available in each of the following years was 45.

	1965		1966		1967		1968	
	Male	Female	Male	Female	Male	Female	Male	Female
1. Number of eligible candidates interviewed by Regional Staff Committees	130	60	134	66	161	151	175	129
2. Number of those in 1 above interviewed by National Staff Committee	74	25	70	42	88	68	105	63
3. Number of those in 2 above who, having been offered a training post, commenced training	37	7	33	10	26	17	35	9
4. Number of those in 3 above who completed their training	34	5	28	7		Training period of 2 years not yet complete		

Intake prior to 1965—the available number of posts was increased from 16 to 46 in 1962

	1956		1957		1958		1959		1960		1961		1962		1963		1964		Totals	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1. Number who completed their training	12	1	11	1	12	1	8	1	11	—	13	2	39	3	31	4	33	7	170	20
2. Number of those in 1 above who are still in the Service	10	—	7	—	6	—	6	1	7	—	11	—	33	1	25	3	25	6	130	11

## APPENDIX IX

### Management Courses

#### Second Management Courses

Region in which officers were employed	Number of officers attending					
	Academic Year 1965/66		Academic Year 1966/67		Academic Year 1967/68	
	KEF		KEF		KEF	
	College of Hospital Manage- ment	Nuffield Centre at Leeds University	College of Hospital Manage- ment	Nuffield Centre at Leeds University	College of Hospital Manage- ment	Nuffield Centre at Leeds University
1. Newcastle	1	2	3	2	1	2
2. Leeds	2	2	1	1	—	4
3. Sheffield	2	2	3	4	1	2
4. E. Anglian	1	2	2	—	1	2
5. N.W. Met.	2	3	2	4	2	1
6. N.E. Met.	2	3	1	2	1	1
7. S.E. Met.	2	1	1	1	2	2
8. S.W. Met.	2	1	1	1	1	3
9. Oxford	—	1	1	2	1	2
10. S. Western	1	3	1	2	2	3
11. Wales	2	2	1	2	1	6
12. Birming- ham	2	4	—	3	1	2
13. Manchester	1	2	2	1	—	2
14. Liverpool	1	—	1	2	1	1
15. Wessex	—	2	2	1	1	—
Totals	21	30	22	28	16	33

#### First Management Courses

These have been provided by some regions at Regional Training Centres and on a very limited scale experimentally at the College of Hospital Management (one course in Spring 1968) and at the Nuffield Centre for Health Service Studies at Leeds University (one course in the academic year 1966/7 and two courses in the academic year 1967/68).

Note: First and Second Management Courses subsequent to the period covered by this Report are referred to as Middle and Senior Management Courses respectively.

## **APPENDIX X**

### **National Staff Committee's and National Nursing Staff Committee's comments on the Green Paper**

#### **Integration or non-integration of health services with local government**

1. If the proposed new structure were to become part of local government, it would be very difficult at this stage for the Committees to offer any useful observations because the implications would have so many ramifications, for example, all health services staff would presumably become local government officers and such matters as recruitment, training and promotion would be part and parcel of whatever system was applicable to local government staff. The observations in this paper, therefore, are based on the assumption that the new structure would be independent of local government and directly responsible to the Secretary of State of the Department of Health and Social Security.

#### **The relative merits of the existing and proposed new structure with respect to the personnel function generally**

2. The Committees consider that from the point of view of the personnel function generally (e.g. recruitment, training and promotion), the proposed new structure would not necessarily remove the problems associated with the existing structure. The new structure would still be multi-unit: the new units would be very much fewer in total than the present number of units, which would be an advantage; on the other hand, the new units would be smaller than some of the existing units, which would be a disadvantage, in particular, Area Boards would contain fewer staff than are contained within the boundaries of existing Regional Hospital Boards. The central problem, as noted in the Noel Hall and Lycett Green Committee Reports in relation to the existing structure, would remain that of devising means of securing the advantages of a national service for a multi-unit service. It therefore seems likely that the personnel function would be exercised more efficiently in the proposed new structure only if the opportunity were taken to secure this by machinery such as is suggested elsewhere in this paper.

#### **The interim period until the commencement of the new structure**

3. The Committees consider that training ought to be extended so as to make staff in each of the existing three branches more familiar with the duties and functions of staff of the other two branches. The training of staff in the Junior Administrative Grade should be adjusted accordingly and Middle and Senior Management Courses for administrators and nurses ought also to be modified to place more emphasis on the duties and functions of the other branches of the health services and on unification generally. The Committees consider that the Department should take the lead at an early date in exploring the possibilities of Local Health Authority and Executive Council staff attending hospital service courses and vice versa.



4. Manpower planning for the staffing of the Service will of course have to be instituted immediately the shape of the new structure is decided.

#### **Redeployment of existing staff into the new structure**

5. The Committees consider that a Health Service Commission, broadly on the lines of the London Government Staff Commission, should be established at the earliest possible date to manage the redeployment of staff. The existing machinery of the Committees might be used to provide a nucleus of such a Commission. The Committees consider that maintaining the morale of staff is highly important and that this should be one of the duties of the Health Service Commission.

#### **Recruitment in the new structure**

6. The Committees consider that Area Boards would be suitable as recruitment agents for the majority of staff. This would be in line with the National Staff Committee's view already expressed and accepted by the Minister that for some categories of staff (e.g. clerical staff) recruitment would be better managed by groups of hospital authorities in contiguous well established areas. The Committees consider that some categories of recruits might be better recruited nationally under the aegis of the national staff body referred to in paragraphs 12 and 13 below particularly where there is intense competition (e.g. for graduates or other relatively scarce persons). The suggestion in the Green Paper that there might be two Area Boards for Inner London might present those Boards with recruitment problems as they might have to look further afield for many classes of recruit.

#### **Training in the new structure**

7. The Committees consider that Area Boards would be suitable as training agents for many categories of staff, particularly where staff were numerous e.g. nurses, clerical staff, etc. and this function, along with career advice and assistance generally, should be exercised by the Area Board Establishment Departments. For categories of staff which were less numerous e.g. senior administrators and senior nurses, Area Boards might need to operate jointly, and the Committees consider that this co-ordination should be effected by some kind of "Regional" Staff Committees.

8. In addition to "Regional" training centres, the Committees consider that a National Health Service Staff College should be established, under the aegis of the national staff body mentioned in paragraphs 12 and 13 below.

9. Movement of staff from post to post to widen their experience is also a form of training which would fall to the Establishment Departments of Area Boards and this is also referred to under the heading of Appointments and Promotion below.

#### **Appointments and Promotion in the new Structure**

10. The Committees consider that Area Boards would be suitable as

employers for the great majority of staff. Contracts of service for recruits and others should be such as to facilitate staff movement in the interests of career development and generally for the benefit of the Service. In this connection, 40 to 50 Area Boards would appear to be generally of a size which would permit any member of the staff to serve anywhere in the area by commuting without the need to move home.

11. The Committees consider that it might be possible for Area Boards to operate their own internal promotion systems, up to a certain level at least. Beyond that level it might well be necessary for appointments to be managed on a national basis by the national body referred to in paragraphs 12 and 13 below, either on a promotion system or an open advertisement system. It is debatable whether above a certain level all staff ought in fact to be employed by the national body, so as to facilitate movement at such levels within the Service, and between the Service and organisations outside it.

### **The National Body**

12. The Committees strongly support the proposal in paragraph 85 of the Green Paper that it might be desirable to create a national body to carry out for as wide a range of staff as possible functions similar to those now undertaken by the Committees. Since recruitment, training and promotion are often related to grading structure and pay and conditions of service, the Committees suggest that inclusion of these latter aspects of the personnel function as part of the national body's terms of reference ought also to be considered.

13. The functions of the national body would therefore be:

- (i) grading structure, pay and conditions of service;
- (ii) manpower planning;
- (iii) recruitment of certain categories of staff and advice to "Regional" Staff Committees and/or Area Boards on recruitment;
- (iv) supervision of the National Health Service Staff College and advice to "Regional" Staff Committees and/or Area Boards on training and management development generally;
- (v) appointment, and possibly employment, of staff in senior posts and advice to "Regional" Staff Committees and/or Area Boards on appointment and promotion policy and practice.

### **Further consultation**

14. Because the suggestions made in the Green Paper were necessarily broad and tentative, the Committees have not thought it timely at this stage to make detailed recommendations on the way in which their existing functions and other related ones might be discharged within a new administrative framework. When the structure and functions of the component parts of a reorganised service are known, the Committees will be glad to be consulted so as to give more specific advice.









